

P-2028
DISCUSS CREW RESOURCE MANAGEMENT

CONDITIONS

You are a Mission Observer trainee and must discuss Crew Resource Management (CRM).

OBJECTIVES

Discuss how CRM is used in CAP activities and missions.

TRAINING AND EVALUATION

Training Outline

1. As a Mission Observer trainee, knowing how to employ effective crew resource management is essential to safety.
2. *Situational Awareness*. Simply put, situational awareness (SA) is "knowing what is going on around you at all times." SA is not restricted to just pilots -- everyone must exhibit SA at all times. Each crewmember must have their SA at peak levels while flying because it takes everyone's awareness to keep the plane safe in flight. Scanners and observers have their own unique positions and functions that require full attention, so their SA is essential to the safe operation of any CAP flight.

Examples of good SA attitudes are:

Good mental health, where each crewmember is clear and focused.

Good physical health: this includes fatigue, sickness, hydration, and stress factors.

Attentiveness: keep your attention on the task at hand.

Inquisitiveness: always asking questions, challenging ideas, and asking for input.

Examples of SA skills:

Professional skills developed through training, practice and experience.

Good communication skills. These are necessary to effectively get your point across or receive valid input.

Interpersonal skills such the basic courtesies factor greatly into how a crew will get along, and this will greatly impact crew effectiveness and performance.

To help prevent a loss of SA, use the "IMSAFE" guidelines. This checklist was developed for the FAA as a quick memory guide for aviators to run through and make self-determination as to their fitness to fly. If a crewmember says yes to any of these, they really shouldn't fly.

There are a number of standardized tools that can help improve CRM and overcome a loss of situational awareness. When a crew loses SA it is critical to reduce workload and threats:

- a. Suspend the mission. [Remember to "Aviate, Navigate and Communicate."]
- b. Get away from the ground and other obstacles (e.g., climb to a safe altitude).
- c. Establish a stable flight profile where you can safely analyze the situation.

Once we have lost situational awareness, or recognized the loss in another crewmember, how do we get it back? A few methods are to:

- a. Listen to your gut feelings. If it acts like an idiot and talks like an idiot, then its probably an idiot.

- b. *Use terms like "Time Out" or "Abort" or "This is Stupid."* Once terms like these are called, the pilot should terminate the task or maneuver, climb away from the ground if necessary, establish straight-and-level flight and then discuss the problem. [The term you use should be agreed upon before the flight.]
- c. *Keep the cockpit sterile* -- keep talk to the minimum necessary for safety, particularly during taxi, takeoff, departure, low-level flying, approach, and landing. This helps remove distractions and keep everyone focused on the important things.

3. *Barriers to Communication.* Rank, gender, experience level, age, personality, and general attitudes can all cause barriers to communication. You may occasionally be hesitant to offer an idea for fear of looking foolish or inexperienced. You may also be tempted to disregard ideas that come from individuals that have a lower experience level. If you are committed to teamwork and good crew coordination, you must look through such emotions and try to constructively and sensitively adapt to each personality involved.

You can deal best with personalities by continually showing personal and professional respect and courtesy to your teammates. Criticism will only serve to build yet another barrier to good communication. Nothing breaks down a team effort faster than hostility and resentment. Always offer opinions or ideas respectfully and constructively. Instead of telling the pilot, "You're wrong," tell him what you *think* is wrong, such as "I think that new frequency was 127.5, not 127.9."

Personal factors, including individual proficiency and stress, may also create barriers to good communication. Skills and knowledge retention decrease over time, and that is why regular training is necessary. If you don't practice regularly, you very likely will spend a disproportionate amount of time on normal tasks, at the expense of communication and other tasks. Civil Air Patrol, the FAA, commercial airlines, and the military services all require certain minimum levels of periodic training for the sole purpose of maintaining proficiency.

Stress can have a very significant, negative effect on cockpit communication. An individual's preoccupation with personal, family, or job-related problems distracts him or her from paying complete attention to mission tasks and communication, depending upon the level and source of stress. The flight itself, personalities of the individuals, distractions, flight conditions, and individual performance can all be sources of communication-limiting stress. When stress reaches very high levels, it becomes an effective barrier to communication and job performance. Many fliers and medical specialists advocate refraining from flying or other complex tasks until the stress is removed.

Part of your job is also to recognize when others are not communicating and not contributing to the collective decision-making process. Occasionally, other crewmembers may need to be actively brought back into the communication process. This can often be done with a simple "What do you think about that?" In a non-threatening way, this invites the teammate back into the communication circle, and, in most cases, he or she will rejoin the information loop.

4. *Task Saturation.* At times, crews or individual members may be confronted with too much information to manage, or too many tasks to accomplish in the available time. This condition is referred to as *task saturation*. This will most likely happen when a crewmember is confronted with a new or different situation such as an emergency, bad weather, or motion sickness. Preoccupation with the different situation may then lead to a condition of "tunnel vision," where the individual can lose track of many other important conditions. In an advanced state, comprehension is so far gone that partial or complete *situational awareness* is lost. When individuals are task saturated to this extent, communication and information flow usually ceases.

If you begin to feel overwhelmed by information or the sheer number of things to do, it's time to evaluate each task and do only those tasks that are most important. If you ever feel over-tasked, you have an obligation to tell the other crewmembers *before* becoming task-saturated and losing your situational awareness. If others know your performance is suffering, they may assume some of the workload, if they are able. Once the most

important tasks are accomplished and as time permits, you can start to take back some of those tasks that were neglected earlier. Allocation of time and establishing priorities is known as *time management*.

Most people can recognize task saturation and understand how it can affect performance. However, you should also watch for these symptoms in other members of your crew and take over some of their responsibilities if you have the qualifications and can do so without placing your own duties at risk.

The pilot's job is to safely fly the aircraft, and you should be very concerned if he or she becomes task saturated, or spends an excessive amount of his time with tasks other than flying the airplane. No crewmember should ever allow the work management situation to deteriorate to such an extent as to adversely affect the pilot's ability to continue to safely operate the aircraft. Many preventable accidents have resulted from crews' entire involvement in other areas or problems, while the airplane literally flew into the ground. If any crewmember suspects pilot task saturation to be the case, nonessential discussion should cease, and the crew as a whole should discontinue low-priority aspects of the job, and even return to the mission base if necessary.

5. *Assignments and Coordination of Duties.* Assignment of aircrew duties is based on CAPR 60-3. All flight-related duties are conducted under the supervision of the aircraft commander. Mission-related duties may also be conducted under the supervision of the aircraft commander, but a properly trained observer can also fill the role of mission commander. The key is that positive delegation of monitoring duties is as important as positive delegation of flying duties. As previously discussed, it is very important for each crewmember to know what they are supposed to be doing at all times and under all conditions. Aircraft safety duties vary with the start up, taxi, takeoff, departure, transit, approach and landing phases of flight. Mission duties are related to the mission objective, primarily to fly the aircraft safely and precisely (the pilot) and to scan effectively (scanners and observers).

Close attention should be paid during the pilot's briefing. The pilot will establish flight-specific safety "bottom lines" at this time, such as emergency duties and division of responsibilities. Each individual must again clearly understand his specific assigned duties and responsibilities before proceeding to the aircraft.

Other phases of the flight also require that distractions be kept to a minimum. Recent air transport industry statistics show that 67% of airline accidents during a particular survey period happened during only 17% of the flight time -- the taxi, takeoff, departure, approach and landing phases. The FAA has designated these phases of flight as critical, and has ruled that the cockpit environment *must* be free of extraneous activity and distractions during these phases to the maximum extent possible (the sterile cockpit).

In assigning scanning responsibilities to the scanners, mission observers must be receptive to questions and suggestions from the scanners. Carefully consider suggestions and understand that suggestions are almost always offered constructively, and are not intended to be critical. Answer questions thoroughly and openly, and don't become defensive. All doubts or questions that you can't answer should be resolved as soon as possible. It is critical to remember that CRM encourages the flow of ideas, but the Mission Pilot must make the final decision based on the crew's input.

Additional Information

More detailed information on this topic is available in Chapter 14 of the MART.

Evaluation Preparation

Setup: None.

Brief Student: You are a Mission Observer trainee asked to discuss CRM.

Evaluation

Performance measures

Results

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| 1. Discuss situational awareness and how to regain SA once it is lost. | P | F |
| 2. Describe barriers to communication. | P | F |
| 3. Discuss task saturation and strategies to minimize it. | P | F |
| 4. Discuss crew assignments and coordination of duties. | P | F |

Student must receive a pass on all performance measures to qualify in this task. If the individual fails any measure, show what was done wrong and how to do it correctly.